

# **Strengthening Stakeholder Engagement for Accelerating the SDG Implementation in Rwanda**

Partnerships for  
Sustainable  
Development



# Why Stakeholder Engagement Matters for SDGs

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- SDG implementation requires collaborative efforts across all sectors and levels.
- Diverse stakeholders bring unique perspectives, expertise, and resources to address complex challenges.
- Rwanda's Vision 2050 aligns with the SDGs, emphasizing inclusive and sustainable development for all Rwandans.
- Stakeholder engagement ensures accountability, ownership, and innovation in achieving the SDGs.



# Major Groups and other Stakeholders (MGoS)

## Introducing MGoS

- At the 1<sup>st</sup> UN Conference on Environment and Development in 1992 (The Earth Summit), It was recognized that achieving sustainable development would require active participation of ALL sectors of society and ALL types of people.
- Agenda 21, adopted at the Earth Summit, drew upon this feeling and formalized nine sectors of society as the main channels for broad participation in UN activities on Sustainable Development.
- These were known as Major Groups and other Stakeholders (MGoS)

# Who are they?



These 9 sectors were reaffirmed at the Rio+20 Conference through “The Future we Want” outcome document. Other relevant stakeholders, including local communities, volunteer groups, private philanthropic organizations, educational and academic entities, migrants, older persons, persons with disabilities, parliamentary networks and associations, faith-based organizations are also invited to participate in UN processes related to SD.



# Why Stakeholder Engagement Matters

- The Theory of Participation – International Association for Public Participation (IAP2)
  - Provides a useful foundation for improving our understanding of meaningful participation.
- The Theory of Participation: Encompassing the right to have access to information, to be consulted, or to directly participate in drafting, implementation and monitoring of laws and policies.
- It can mean different things to different people.

The way participation is set up from the beginning can either build ownership and improve decision making, or, if not effectively designed, promote distrust and division. It is therefore important to use the most effective tools and methods at the appropriate time for your specific audience.

# Theory of Participation – The Sarah White Model

## Nominal Participation

- Essentially a box-ticking exercise for powerful actors to provide some legitimacy to their plans – A display without tangible outcomes.

## Instrumental Participation

- This involves using the participation of people towards a specific end – e.g., providing labour to build centrally funded local schools

## Representative Participation

- Gives people or groups a voice in the project, planning process or decisions that will affect their lives – leads to stronger ownership and increased legitimacy.

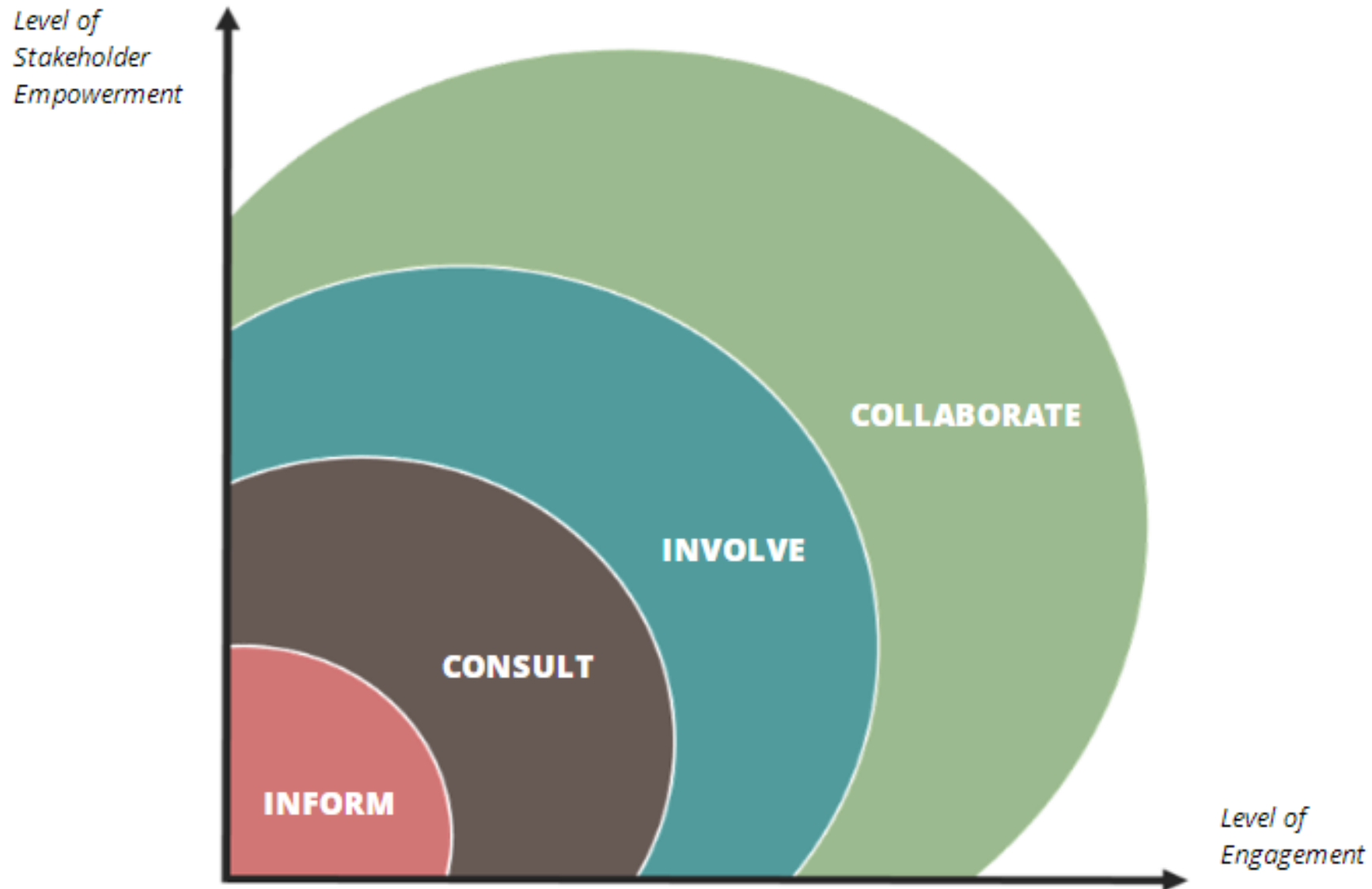
## Transformative Participation

- People and groups are actively and deeply involved in considering options, making decisions and acting together. Its empowering and can lead to increased awareness of the issues.

# Framework for Planning and Assessing Quality Engagement

<b>PURPOSEFUL</b>	<ul style="list-style-type: none"><li>• Know why we are engaging</li><li>• Develop an engagement plan</li><li>• Build engagement into every phase – planning, delivery, follow-up, review</li><li>• Evaluate to improve engagement</li></ul>
<b>INCLUSIVE</b>	<ul style="list-style-type: none"><li>• Map and analyse stakeholders</li><li>• Recognize their views</li><li>• Have special mechanisms for those normally left behind</li><li>• Remove/reduce barriers that make participation hard – language, location etc</li><li>• Recognize and utilize traditional channels of engaging</li></ul>
<b>TRANSFORMATIVE</b>	<ul style="list-style-type: none"><li>• Choose methods that build understanding and collaboration</li><li>• Encourage and recognize contributions – motivate stakeholders</li><li>• Integrate social, economic and environmental perspectives</li><li>• Encourage dialogue and shared action across the SDG framework</li><li>• Willing to take a participatory approach to addressing important societal issues</li></ul>
<b>PROACTIVE</b>	<ul style="list-style-type: none"><li>• Build engagement planning into implementation</li><li>• Communicate the scope of engagement to stakeholders</li><li>• Provide the information they need in an accessible and timely way</li><li>• Consult stakeholders on the way they would like to participate</li></ul>

# Levels of Stakeholder Engagement





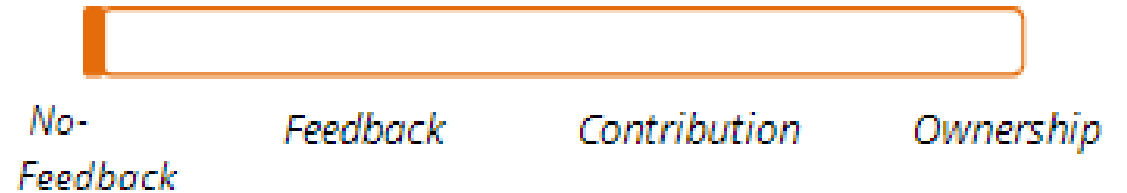
# INFORM

This is one-way communication, where governments inform stakeholders of their plans for the implementation and review of the 2030 Agenda. There are no expectations of a two-way dialogue.

## May not be appropriate when:

- Stakeholders want more active involvement
- Decisions have meaningful impact on stakeholders
- Stakeholders are already well informed about the 2030 Agenda

### 1) Level of Stakeholder Involvement



### 2) Available Decision Options



### 3) Power Distribution in Decision Making



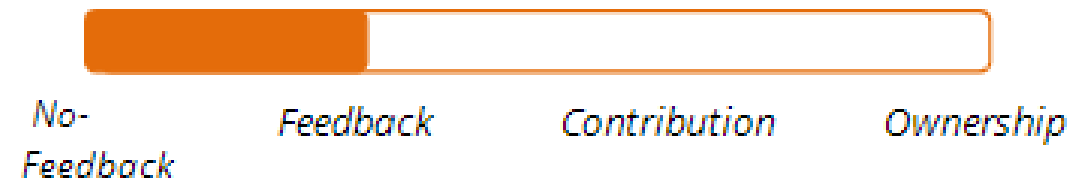
# CONSULT

This is where governments present plans and options for the implementation and review of the 2030 Agenda and receive feedback from stakeholders. The aim is to benefit from the experience and knowledge of stakeholders. Decision making authority remains entirely with the government.

## May not be appropriate when:

- Plans have been finalized, and feedback cannot be incorporated
- Clear plans do not already exist, and you are seeking a wide range of opinions
- Stakeholders need to be mobilized and empowered for long-term engagement

## 1) Level of Stakeholder Involvement



## 2) Available Decision Options



## 3) Power Distribution in Decision Making



# INVOLVE

This is where stakeholders are meaningfully engaged with governments in generating plans and options for the implementation and review of the 2030 Agenda and carrying out actions based on decisions emerging from this input. Participation falls short of sharing formal decision making authority.

## Appropriate when:

- Governments need the expertise and contacts of stakeholders in order to effectively implement decisions
- Governments are committed to incorporating inputs received into their decisions, and to providing feedback to stakeholders
- Stakeholders have an active desire and demonstrate the capacity to be engaged in the 2030 Agenda implementation and review processes

### 1) Level of Stakeholder Involvement



### 2) Available Decision Options



### 3) Power Distribution in Decision Making



# COLLABORATE

This is where governments and stakeholders decide together on the implementation and review of the 2030 Agenda. It is long-term, complex and demanding, requiring resources.

## Appropriate when:

- It is important that stakeholders feel ownership of the process of implementation and review of the 2030 Agenda
- There is an identifiable extra benefit to all parties from acting together
- There is enough time and resources to make the collaboration meaningful
- Governments and stakeholders demonstrate the political will, desire and commitment to develop a meaningful partnership around the implementation and review of the 2030 Agenda
- Governments recognize the need for stakeholders' advice and innovation to create the best solutions, and are committed to shared decision making processes

## 1) Level of Stakeholder Involvement



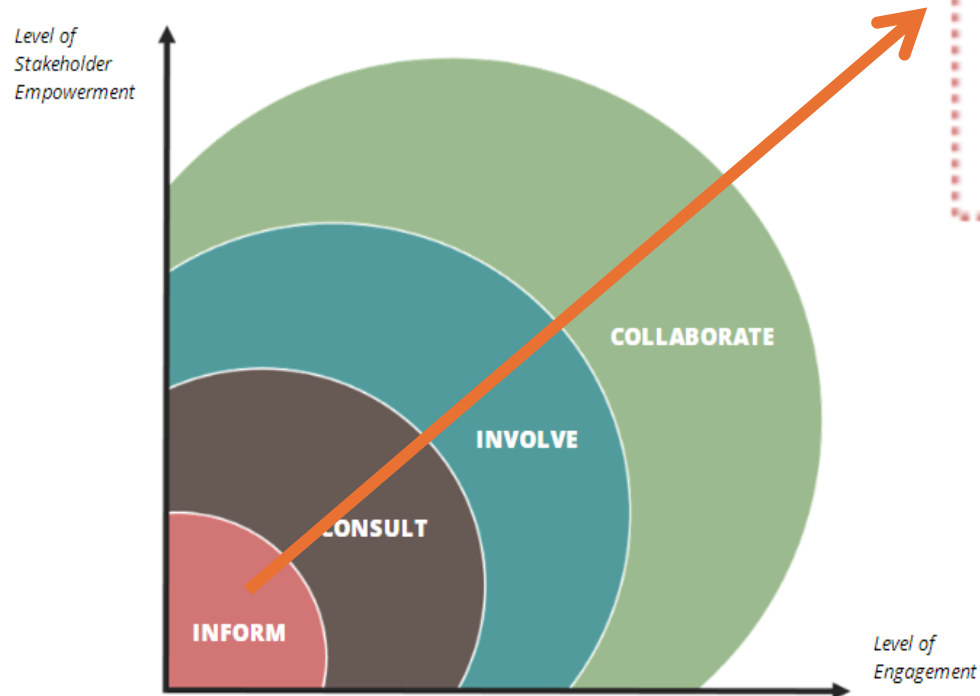
## 2) Available Decision Options



## 3) Power Distribution in Decision Making



# Levels of Stakeholder Engagement: INFORM



## Purpose

To provide balanced, objective, accurate and consistent information to assist stakeholders to understand the follow up and review processes adopted for implementing the 2030 Agenda in your country.

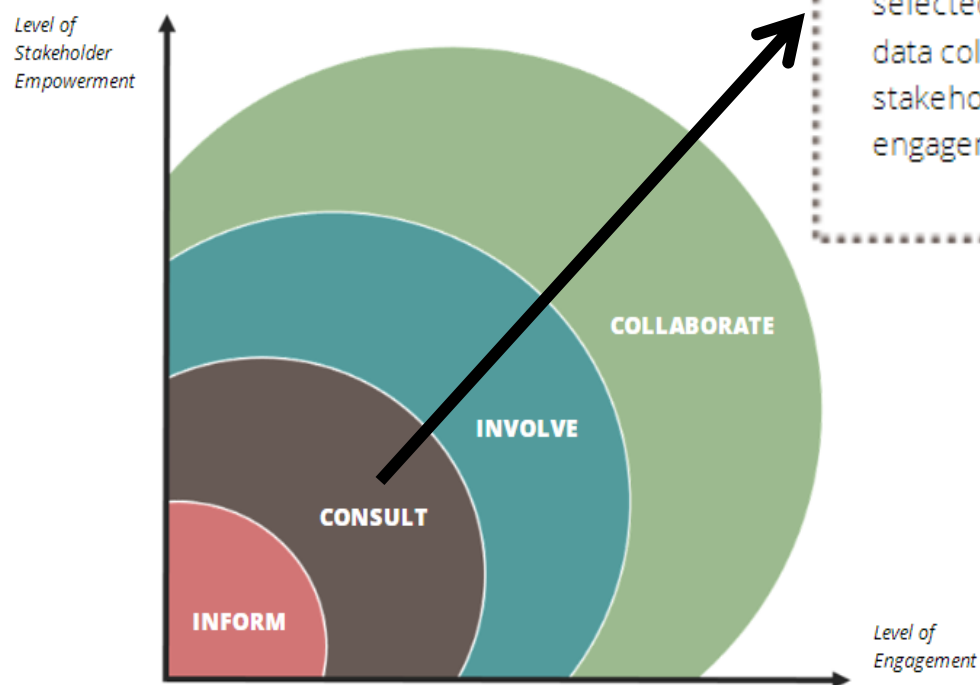
## Approach

Providing regular information to stakeholders about the implementation plans and the review process.

## Tools

- Fact sheets
- Open houses
- Newsletters, bulletins, circulars
- Websites
- Webinars
- Radio
- Newspapers and official media

# CONSULT



## Purpose

To obtain feedback from stakeholders about 2030 Agenda implementation and follow-up and review, SDG prioritization, selected indicators, data collection and stakeholder engagement plans.

## Approach

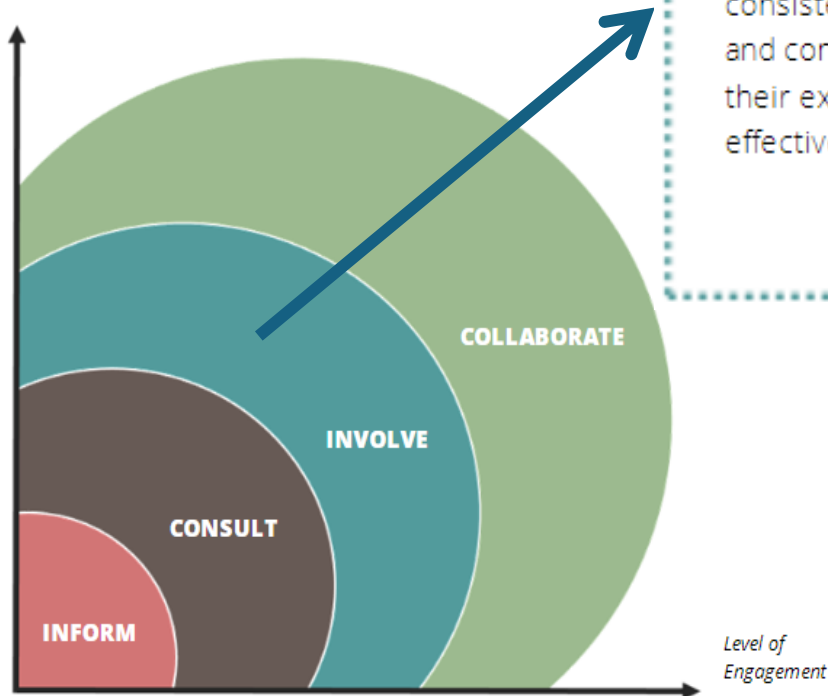
1. Consultations of specific groups around specific proposals (Parliament, indigenous people, human rights institutions and other stakeholders)
2. Online public consultations or surveys on specific proposals for SDG implementation
3. Townhall meeting to discuss specific proposals
4. Considering existing research

## Tools

- Focus groups
- Surveys
- Internal and/or public meetings
- Webinars
- Twitter chats
- Web-based platforms for discussion and inputs
- Radio

# INVOLVE

Level of  
Stakeholder  
Empowerment



## Purpose

To work directly with stakeholders throughout the implementation, follow up and review processes adopted for the 2030 Agenda to ensure that their concerns and needs are consistently understood and considered, and that their expertise is used effectively.

## Approach

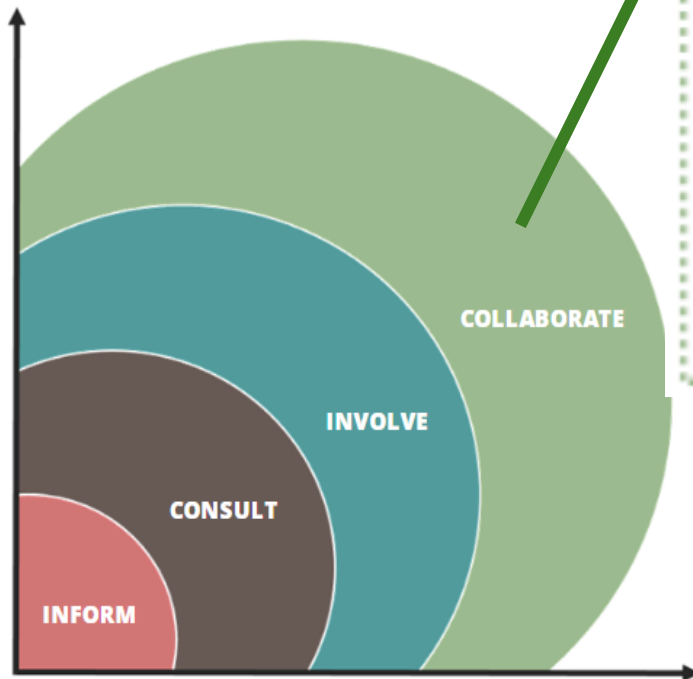
1. National consultations on SDG implementation, where new proposals are welcomed
2. Parallel stakeholder reviews, which are treated as meaningful inputs into the review process
3. National consultations or dialogues during the review process, where new proposals are welcomed
4. Inclusion of stakeholder representative on the national delegation to the HLPF
5. Include stakeholders in the formulation of national level indicators and the collection of data
6. Work with stakeholders as service delivery partners for the 2030 Agenda

## Tools

- Deliberative polling
- Solicitation of recommendations and proposals
- Workshops
- Forums
- Provision of data
- Webinars
- Twitter chats
- Web-based platforms for discussion and inputs

# COLLABORATE

Level of  
Stakeholder  
Empowerment



## Purpose

To partner with stakeholders on decision making regarding the 2030 Agenda implementation and follow-up and review

To ensure that stakeholders are equipped to actively contribute to developing and guiding processes for the 2030 Agenda implementation and follow-up and review

## Approach

1. National SDG Coordination Committees / National Commissions on Sustainable Development with long term, meaningful participation of stakeholders
2. Government supported multi-stakeholder alliances / thematic working groups around specific SDGs
3. Engaging stakeholders in national development strategy process which aligns with the SDGs
4. Inclusion of stakeholder(s) as full member(s) of the national delegation to the HLPF
5. Town hall meetings (as, for example, using the [21st century Town meeting methodology](#)).
6. Engaging CSOs to collectively decide appropriate interventions in different parts of the country

## Tools

- Guiding or advisory bodies
- ([To learn more click here](#))
- Working groups
  - Joint planning and shared projects
  - Standing or ad-hoc committees
  - Facilitated consensus building and decision-making forums
  - Training and capacity building to support joint action



# Other Innovative Ways of Engagement

## **Crowdsourcing**

- Seeks to harness collaboration for problem solving, innovation and efficiency
- It can be used to provide input from a variety of stakeholders around the country/world
- Online – so distance and time not an issue
- With its open format, solutions/input can be collected and shared freely
- Also, crowdsourcing is an opportunity for deep participation with lower barriers
- Open and transparent

## **Facilitated townhall meetings**

- Uses technology to overcome trade-offs between the quality of discussion and the size of the group

## **Multi-Stakeholder Platforms:**

- Example: Rwanda's Joint Action Development Forums (JADF) facilitated dialogue at district levels.

## **Capacity-Building Programs:**

- Over 100 civil servants trained annually through partnerships with UNDP.

## **Enhanced Data Systems:**

- Rwanda's Integrated Household Living Conditions Survey drives evidence-based policies. – Big Data

## **Public-Private Partnerships (PPPs):**

- Example: Investment of \$200M in clean energy through PPPs between the government and private actors.

Thank you